



Naval Facilities Engineering Command STRATEGIC PLAN 2005-2011

INNOVATION LEADERSHIP PERFORMANCE





1322 Patterson Avenue SE, Suite 1000
Washington Navy Yard, DC 20374-5065

Innovation Leadership Performance

[HTTP://WWW.NAVFAC.NAVY.MIL](http://www.navfac.navy.mil)

BUILDING COMBAT READINESS NAVFAC SEABEE READINESS AND OSHKOSH TRUCK CORPORATION ANNOUNCED THE COMPANY WAS AWARDED A CONTRACT TO SUPPLY MEDIUM TACTICAL VEHICLE REPLACEMENT (MTVR) TRUCKS TO THE UNITED STATES NAVY SEABEES. THIS ORDER INCLUDED MTVR DUMP TRUCKS, MTVR WRECKERS AND THE NEW MTVR TRACTORS, SHOWN BELOW HAULING A TYPICAL SEABEE LOAD.



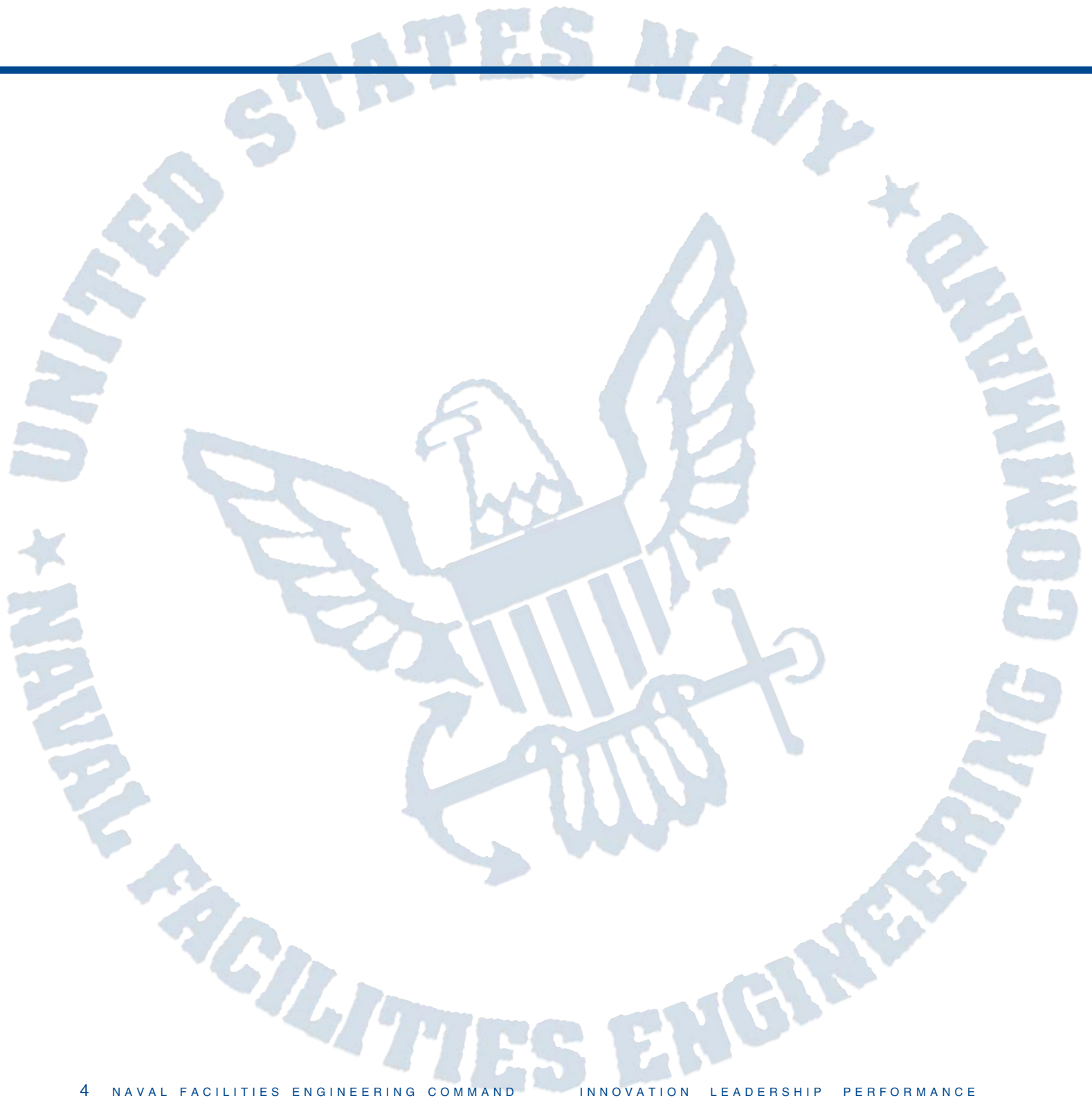
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NAVFAC is the Systems Command for the U.S. Navy Seabees, whose deep expertise in contingency construction is critical in peace and war.







Our Extraordinary Transformation:

Together, we are embarked on a fast-moving, historic transformation of the Naval Facilities Engineering Command (NAVFAC).

With our strategic partners, Commander, Navy Installations; Headquarters Marine Corps; and the Naval Supply Systems Command, we are realigning our organizational structure, revolutionizing Business Line leadership, improving our business processes worldwide, and integrating Navy Public Works Departments into the NAVFAC Command structure.

Within each Navy Region, we will establish Facilities Engineering Commands that will be the single touch-points for all NAVFAC public works, engineering, and acquisition support.

These organizational and functional alignments will enable and empower you — Our Superstars — to dramatically enhance your contributions to the Navy-Marine Corps Team and to significantly improve our productivity and accountability, eliminate duplication,

significantly reduce costs, and return savings to the Navy and Marine Corps.

The Navy and NAVFAC are truly blessed with the genius and quality of our people! Our organizational and functional alignments will position us to make our biggest transformation ... the creation and practice of genuine Community Management. Your leadership and I are totally committed to maximizing your personal and professional development, demolishing every barrier and roadblock in your way, and unlocking your creativity, energy, and enthusiasm. I especially want our Blue Collar Shops workers to be empowered, to be bold, and to drive dramatic improvements in our processes and way of doing business ... to help us achieve the true potential of the Regional Engineer concept. You are where the “rubber meets the road.”

Our transformation to dramatically empower you ... is aggressive and will never be fast enough. It is our mandate to you and to the Sailors, Marines, and their families that we serve. This Strategic Plan is the foundation of our transformation. Publishing the Plan is

only the first step. Your Supervisors and their leadership will discuss with you how you personally fit into the Plan, how it relates to your position, and how it will be tied to your individual performance evaluation and our reward system.

In conclusion, I absolutely could not be prouder of you! We are laser-focused and totally committed to getting our organizational and functional foundation right and creating a Command climate and culture to maximize, leverage, and force-multiply your passion, strengths, and talents. Never lose sight of your great potential and the significant contributions you make to our Navy and Marine Corps. Success begins and ends with you. Let's make it happen.

Thank you very much!

A handwritten signature in black ink, reading "Mike Loose".

Rear Adm. Michael K. Loose, CEC, USN
Commander, NAVFAC &
Chief of Civil Engineers

Focused core competencies bring additional
power and value to the nation's warfighters.



NAVFAC's Mission

We are the Navy's facilities engineering professionals,
committed to Navy and Marine Corps combat readiness.

We are:

Fleet focused

Innovative

Surge enabled

Ever faster

Committed to continuous cost reduction

We serve:

The Navy and Marine Corps combat team

Unified Commanders

Department of Defense agencies

We deliver:

Best-value Facilities Engineering and Acquisition through our business lines:

Capital Improvements

Public Works

Environmental

Base Development

Real Estate

Contingency Engineering

NAVFAC engineers conducted a careful, nine-phase renovation of the elegant Bancroft Hall at the historic U.S. Naval Academy at Annapolis.



*NAVFAC supports the warfighter ...
from Day One at Boot Camp.*



Operating Principles

Lead change with a sense of urgency.

Quickly embrace innovation and improvements.

Ensure the mission success of the Navy and Marine Corps team.

We come to work every day to:

Take acceptable risk to provide the right support for less cost

Demolish barriers to innovation

Unlock and energize our peoples' creativity

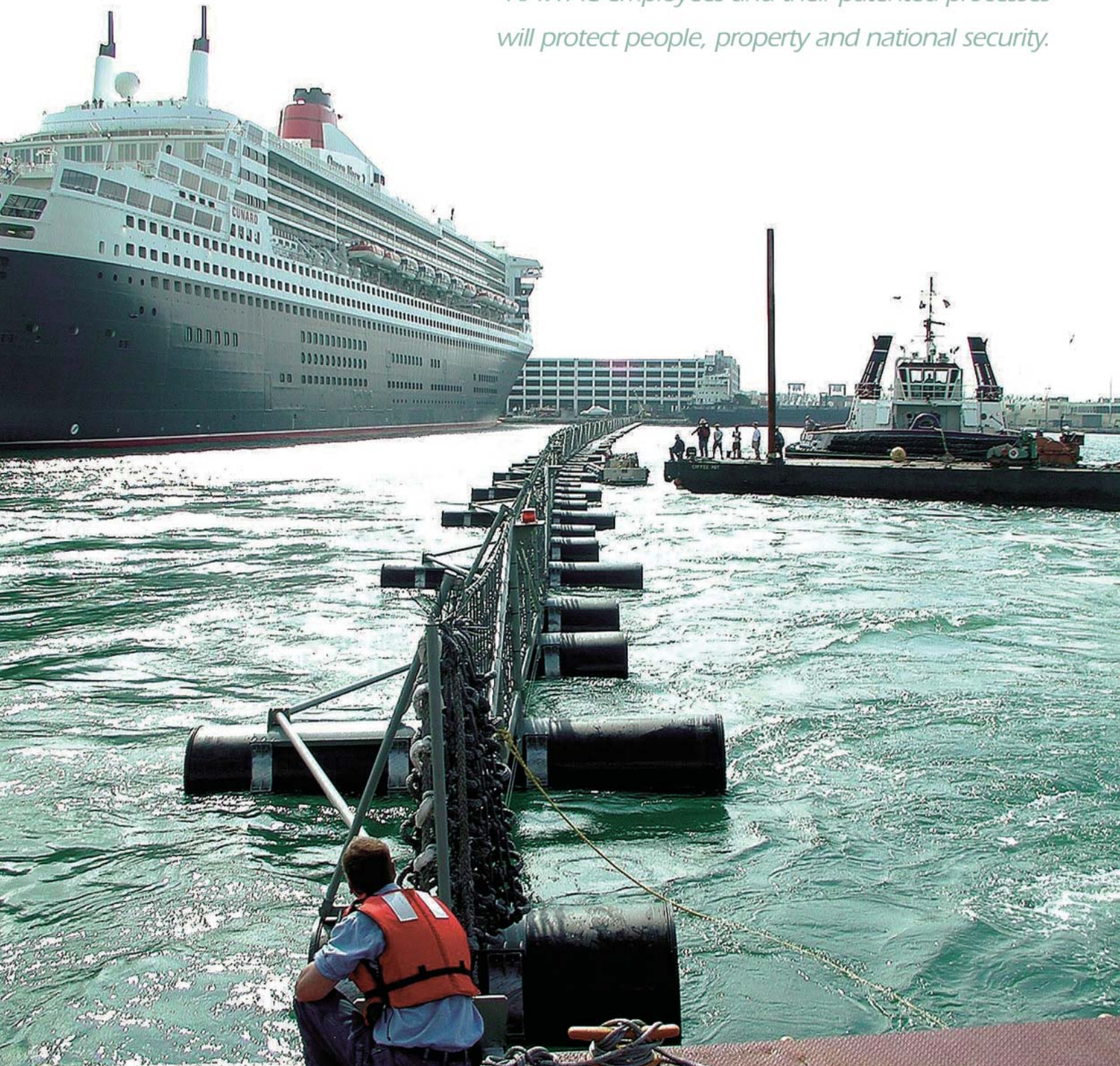
Generate creative solutions and new processes

Grow and develop personally and professionally

NAVFAC Engineering Service Center's Biobarrier Team won the Most Valuable Pollution Prevention Award for its important MTBE clean-up work.



*NAVFAC employees and their patented processes
will protect people, property and national security.*



People

Recruit, develop & lead a motivated, professional Global Team

Facilities Team Outcome

We are a highly competent, Fleet-focused facilities engineering team in direct support of Navy and Marine Corps combat readiness.

Strategies

- Workforce Shaping.* Embed a process that links the workforce to the Strategic Plan and Business Line Plans. Continually re-evaluate to ensure we recruit, develop and retain a diverse, competency-based workforce that is the right size and mix of military, civilians and contractors.
- Professional Development.* Incorporate Task Force Excel and continue to evolve Community Management to improve the growth and development of our people. Link the Strategic Plan, Community Management Plans, NAVFAC Employee Assessment and Development System (NEADS) and Individual Development Plans to align training and developmental opportunities. Increase professional registration, licensing, certifications and levels of education.
- Communications.* Enhance communications at all levels to ensure our military, civilian and contractor team have a constancy of purpose to achieve the outcomes defined in our Strategic Plan. Use the Facilities Team Survey (*FacTs*) to accelerate improvement.
- Integration.* As we continuously transform NAVFAC, fully integrate the team using consistent, comprehensive Human Resources policies.
- Outcome-Based Performance Appraisals.* Ensure performance evaluations for all personnel clearly link individual performance with command goals. Establish high expectations and appropriately reward personnel for their contributions.
- Quality Workplace.* Provide a safe and efficient work environment.

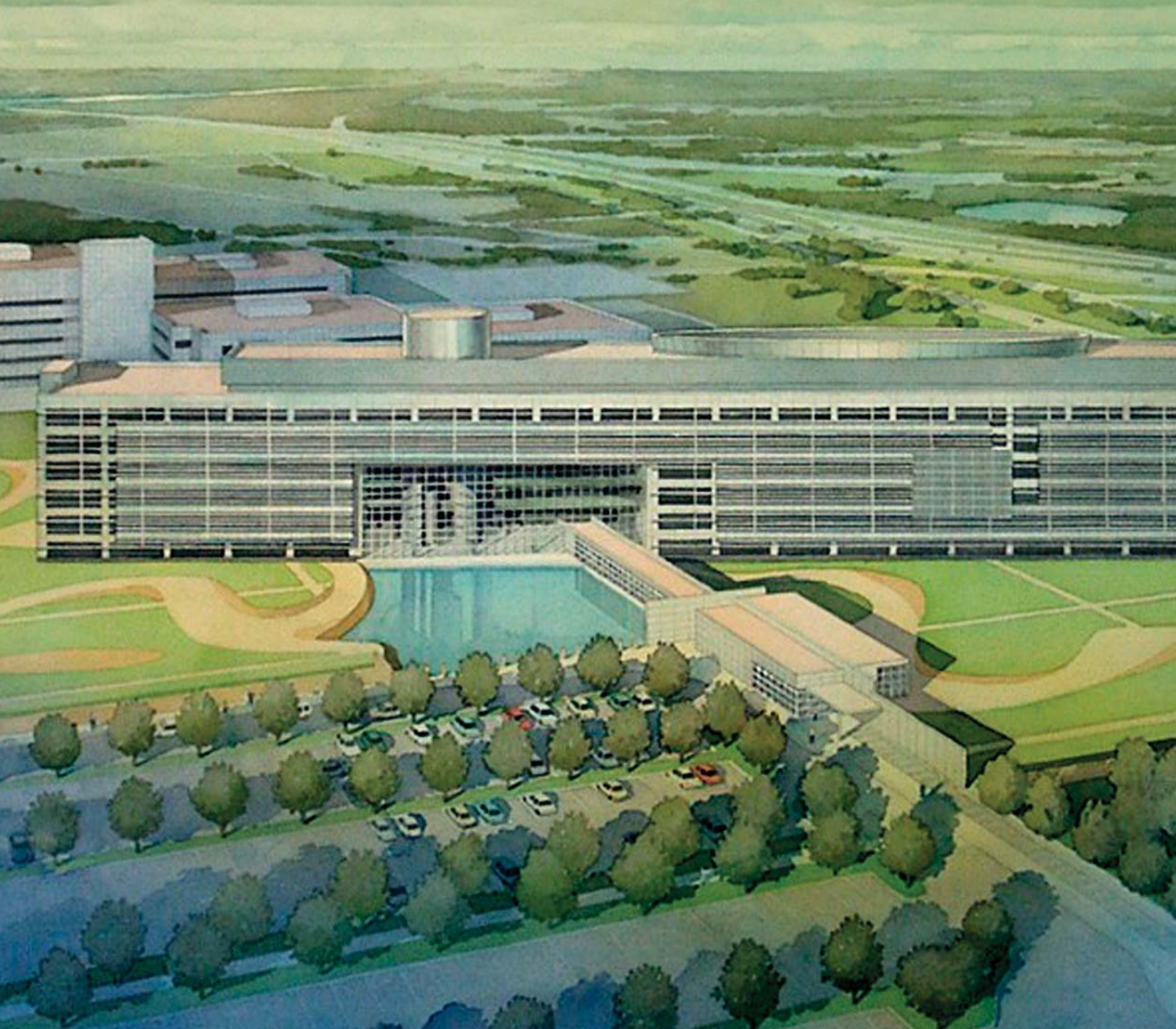
Categories of Metrics

- P-1 Properly sized and shaped workforce. Assess achievement of Community Management workforce shaping, career management and leadership goals.
- P-2 Career Development. Use NEADS and Community Management metrics to assess increased development and effectiveness.
- P-3 Qualifications. Measure and increase attainment of professional registrations, licenses, degrees and certifications goals.
- P-4 Workforce Satisfaction. Utilize the FacTS survey results to target changes that will increase workforce satisfaction.

NAVFAC's innovative Community Management program is recognized as "ground-breaking" by the senior leadership of the Navy.



*NAVFAC builds green-field projects for valued clients
such as the Defense Intelligence Agency in Washington, D.C.*



Process

Cost-Effective, Business-Line Driven, Transformational and Client-Focused

Facilities Team Outcome

Our enterprise-wide Business Line Management ensures best-value support and generates innovations that are rapidly implemented globally, reducing costs and harvesting savings.

Strategies

Business-Line Management. Business and Support Lines will be the primary way we ensure functional alignment, managing processes, innovation and resources across the entire enterprise. Business and Support Lines use output-driven metrics to manage productivity, quality, cycle time and resources.

Program Management. Manage and execute programs on a cost vs. capability basis. Ensure we balance acceptable risk with program requirements and harvest the savings to enhance combat readiness.

Integration. Ensure Business Line Management extends across the entire enterprise. Integrate and restructure public works management to improve efficiency and effectiveness across the Navy.

Innovation. Business and Support Lines will generate transformational initiatives and rapidly implement improvements across NAVFAC.

Return on Investment (ROI). Analyze resources and total operating costs/investments within each Business and Support Line to achieve higher productivity and improved cycle time.

Divestiture. Analyze our products and services to ensure we are the best-value provider. If we are not, appropriately divest, out-source, realign or privatize products and services to achieve the best value for our clients.

Information Technology. Implement IT systems across the enterprise to reduce costs and enable common processes, including work induction and control and financial management. Improve client access and compatibility with NAVFAC IT systems.

Categories of Metrics

Pr-1 Productivity and Cycle Time. Utilize Business Line “dashboard metrics” to reduce cost and improve productivity and cycle time. Compare and motivate NAVFACHQ and Field Commands to improve efficiency and effectiveness.

Pr-2 Process. Monitor standardization, capture operating and program costs, assess improvement of processes and embed best practices in our Business Management System.

Pr-3 Information Technology. Monitor IT systems implementation and identify opportunities for improved efficiencies and ROI.

Pr-4 Privatization. Monitor savings, cost avoidance, financial leverage and ROI.

NAVFAC has led from the front of field engineering for the Naval warfighter since its earliest days.



Our experts provide warfighter support from the ground up.



Clients

Client Success is Our Success

Facility Team Outcome

We are an aligned, integrated and valued member of the Navy and Marine Corps Combat Team.
We have a Client-focused culture throughout NAVFAC.

Strategies

Alignment. With Commander, Navy Installations (CNI), Naval Supply Systems Command (NAVSUP) and Headquarters Marine Corps (HQMC), anticipate and execute facility and installation requirements. Effectively meet all Clients' needs through best-value, integrated solutions.

One-Touch Facilities Support. Ensure "one touch" with any NAVFAC activity is all that is required to meet Client needs.

Client Communications. Ensure easy Client access to work status and cost information. Establish convenient methods for Clients to provide feedback at each phase of the work process.

Client Focus. Commands and Business Line Leaders will use Client feedback to continuously improve alignment, delivery processes, communications, timeliness and quality, and reduce cost.

Categories of Metrics

C-1 Alignment. Monitor alignment with CNI, NAVSUP and HQMC through the innovative use of survey tools, interviews and other effective means to track our performance against their expectations.

C-2 Client Satisfaction. Assess Client satisfaction at all phases of the work process, using tools such as the Client Facilities Team Survey (FacTS), point-of-delivery and post-delivery feedback mechanisms, and Client interviews.



NAVFAC's success is measured by the success of its diverse client base, with a portfolio ranging from military services to government agencies.

On time, on target, on budget.



Operations

Cost-Effective, Professional, Responsive Facilities Support

Facility Team Outcome

We provide best-value, totally integrated, technology-leveraged facilities engineering and public works support. We provide effective war-fighting equipment and logistics for the Naval Construction Force.

Strategies

Integrated Facilities Engineering Support. Establish integrated commands that combine all public works and facilities engineering support for Navy Regions and other clients. Establish one model for public works support across the Navy.

Execution. Deliver quality products and services in a cost-effective and timely manner. Accomplish work through integrated and empowered teams that provide best value to our clients.

Surge Support. Be a leader in Navy's transformation to a more surge-capable Navy. Ensure our processes, products and services are flexible and interoperable to provide best-value support whenever and wherever required.

Safety. Fully implement Operational Risk Management principles to reduce injuries and ensure a safe work environment. Institutionalize methods to identify causes of accidents and globally communicate lessons learned.

Professional Alliances. Work closely with our industry and government partners to streamline processes, reduce unnecessary and redundant criteria and eliminate non-value-added requirements.

Seabee Support. Ensure that Seabee logistics fully support warfighter requirements. Enhance speed and quality of Seabee reachback engineering support for in-theater operations.

Contingency Engineering. Ensure our Contingency Engineering support is responsive, cost-effective, and available on a moment's notice. Fully integrate our Naval Reserve to improve operational effectiveness.

Categories of Metrics

O-1 Execution. Assess program, project and service execution against plan. Assess transformational progress against plan.

O-2 Safety. Monitor military, civilian and contractor accident rates and associated costs.

O-3 Acquisition Performance. Assess acquisition processes, including expanded electronic ordering, paperless procurement and an overall reduction of transactions.

O-4 Seabee Support. Assess the continued improvement of Seabee Logistics systems and effectiveness of Tables of Allowance.

NAVFAC's diverse and dynamic workforce produces high-quality work with high regard for safety issues. Conscientious work habits promote lower cost.





Integrated Core Capabilities

Integrated expertise saves time, saves money, saves resources

Quality of Service Across a Spectrum of Capability

We accomplish our mission by exercising diverse capabilities in times of peace and of war, and in military operations other than war. These core capabilities form a broad and stable base of products and services delivered to clients through our business lines. The vital integration of core capabilities is an essential contribution to the Navy. Each person and organization within the transformed NAVFAC advances the skills, tools and streamlined processes for extraordinary service to our clients.

Command Business Lines

Public Works

Environmental

Capital Improvements

Real Estate

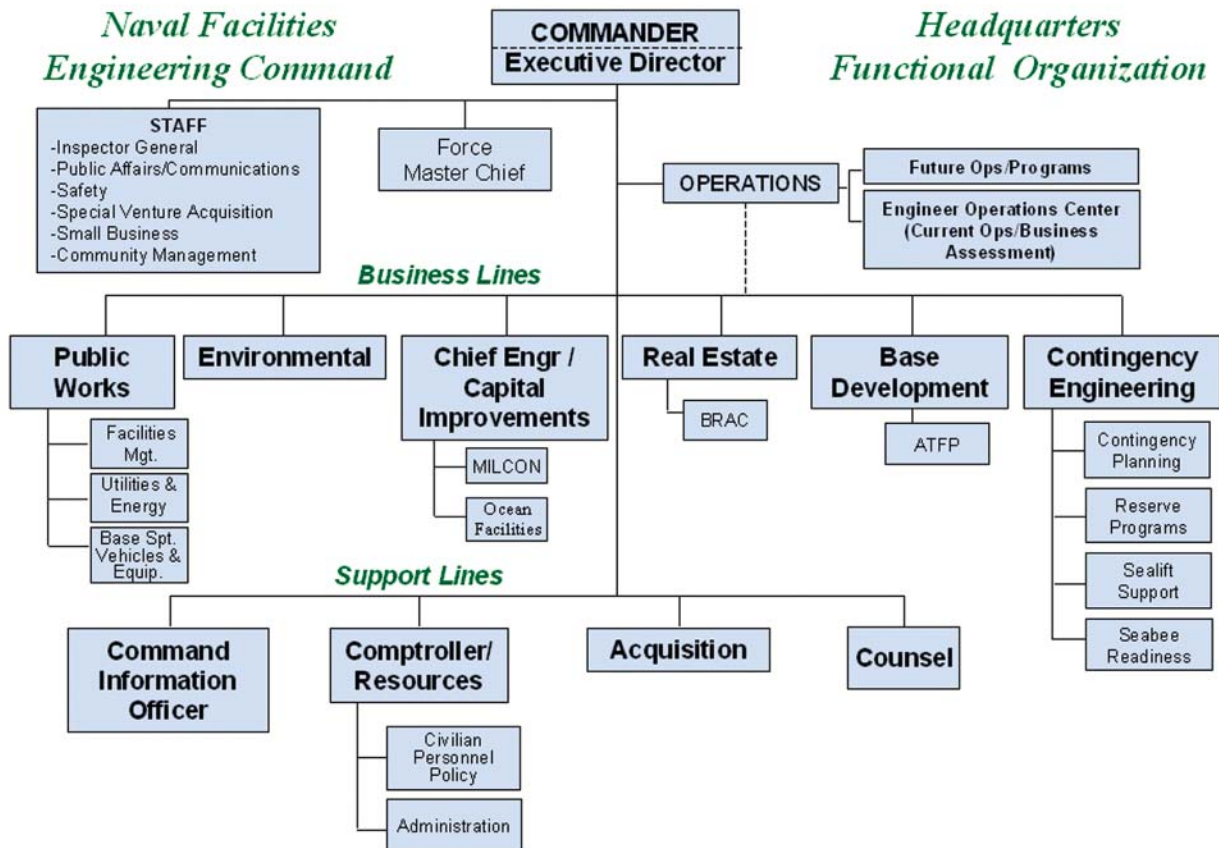
Base Development

Contingency Engineering



Transformation

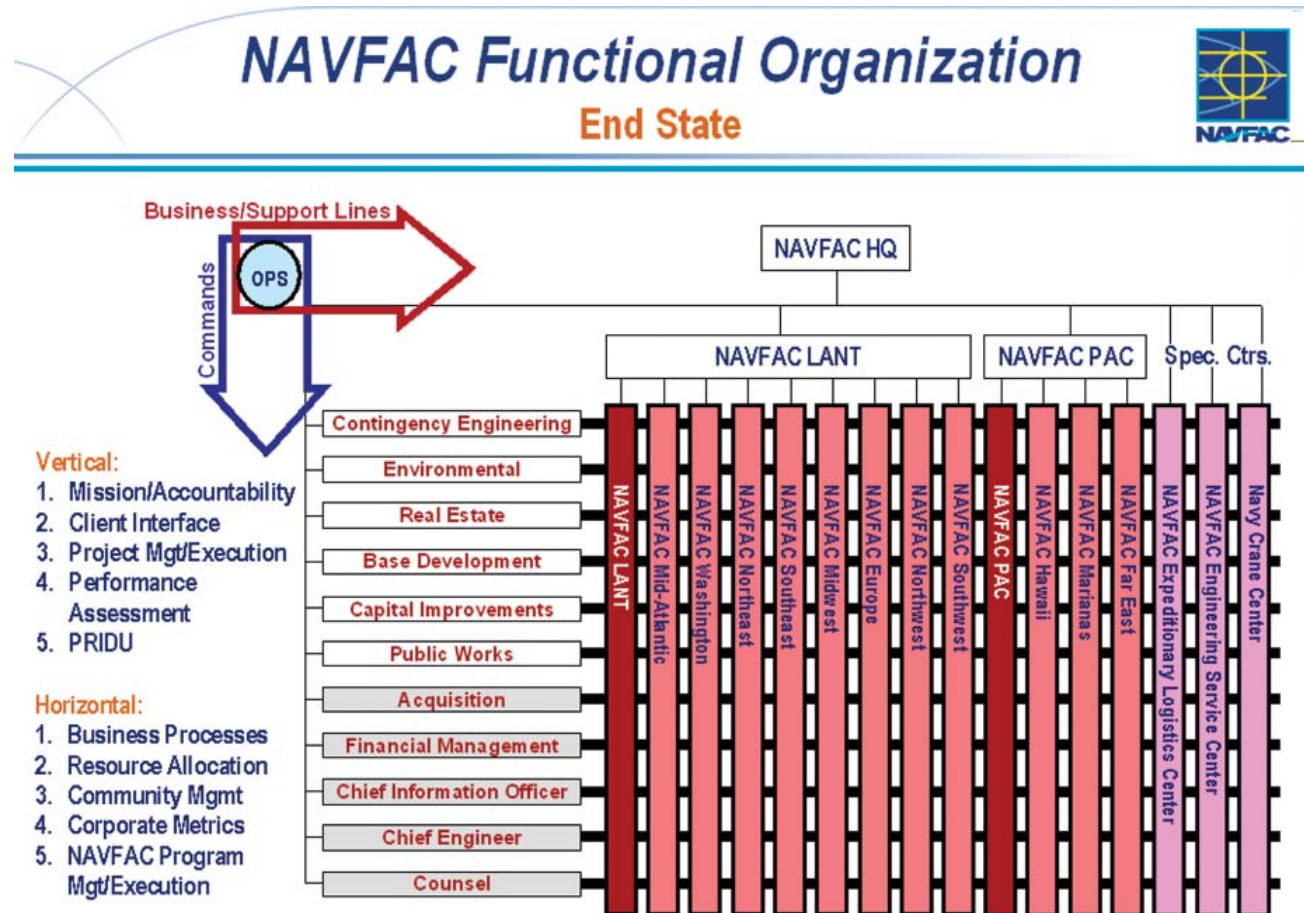
NAVFAC's operational culture is focused on horizontal integration of Business and Support Lines across all of its field commands. The alignment of NAVFAC Headquarters to fully support our Business and Support Line structure is an essential element of our transformation.



Functional Alignment

NAVFAC operates as a matrix organization. The key to NAVFAC functional alignment is “horizontal” integration across the entire enterprise through Business and Support Lines and Community Management. The NAVFAC Functional Organization Chart below shows this concept in succinct fashion. While NAVFAC commands are responsible for accomplishing NAVFAC’s mission of facilities

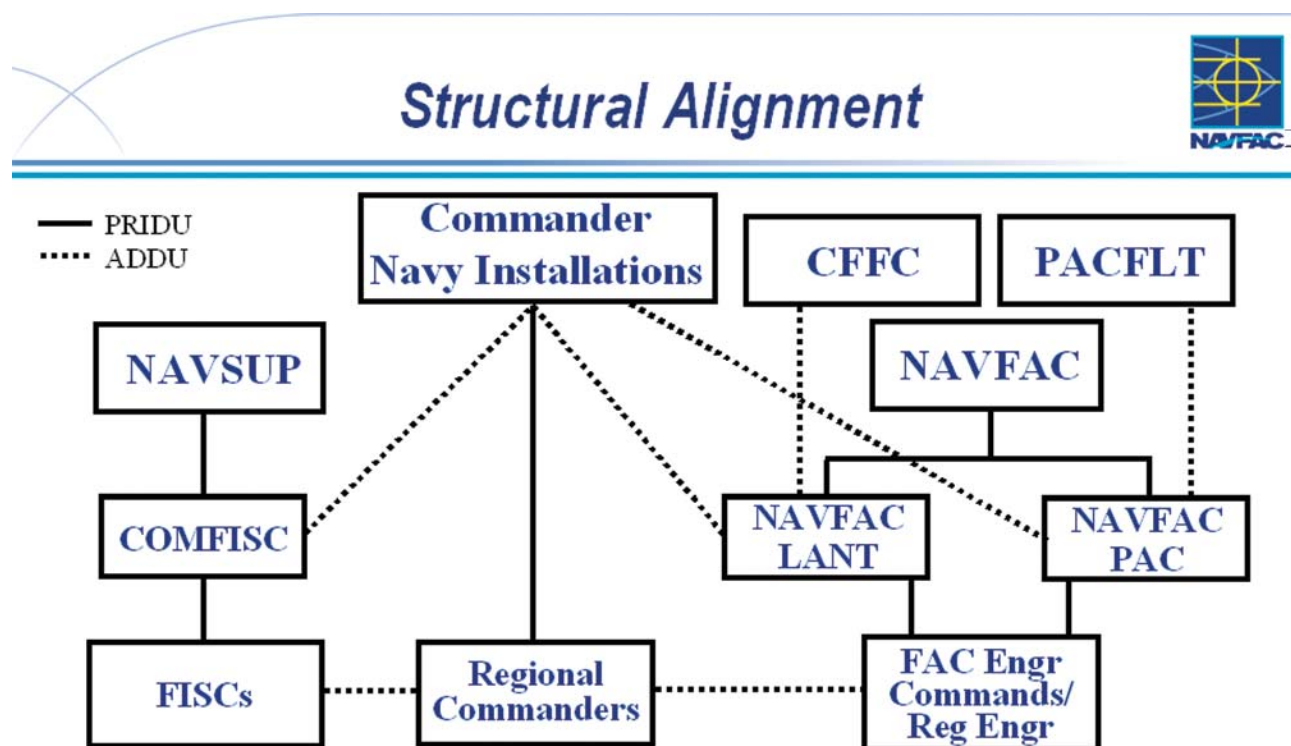
support to Clients, the Business and Support Lines provide the common processes, resources allocation, and metrics to ensure a uniform, enterprise-wide approach to accomplishing the work. Similarly, uniform Community Management processes support “horizontal” integration through an enterprise-wide approach to workforce shaping and career development.



Structural Alignment

NAVFAC's transformation involves a bold structural alignment that will improve command relationships internal and external to NAVFAC, and significantly enhance support to CNI in managing shore installations. Our transformation further involves combining and aligning NAVFAC component commands, except Specialty Centers, into Facilities Engineering Commands (FECs) under two Echelon III commands to improve accountability and responsiveness to Regional Commanders. This alignment improves NAVFAC's efficiency, effectiveness and delivery of products and services, and creates savings that can be reinvested by Navy and Marine Corps senior leadership. The FECs are being phased in from

FY04 through FY06. FEC commanding officers report for primary duty to NAVFAC Atlantic or NAVFAC Pacific, with additional duty to their respective regional commanders. Public Works Centers and Engineering Field Divisions/Activities within the same geographic region become a FEC, eliminating flagpoles and providing a single touch point for all NAVFAC engineering products and services. FECs enable NAVFAC to better focus on Navy and Marine Corps regional requirements; on surge support across regional boundaries; on global implementation of common business processes; and on elimination of redundancy. FECs position the Navy to create one public works delivery model.





“The real problem, then, is not our strength today; it is rather the vital necessity of action today to ensure our strength tomorrow.”

— Dwight D. Eisenhower, 34th President of the United States

In Naval District Washington, NAVFAC is completing the new U.S. Marine Barracks Annex and Band Support Facility.



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